

**Relationship Between Battle Tasks and Critical
Combat Functions**

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13. ABSTRACT (Maximum 200 words) This report describes the procedures and results for structuring the Battalion Battle Task Measurement System into Critical Combat Functions for offense and defense missions. The structure will be used to develop profiles of performance of task forces drawn from the reserve and active components. Data for the profiles will be derived from take-home packages of rotations to the National Training Center.					
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RELATIONSHIP BETWEEN BATTLE TASKS AND CRITICAL COMBAT FUNCTIONS

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RELATIONSHIP BETWEEN BATTLE TASKS AND CRITICAL COMBAT FUNCTIONS

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Relationship Between Battle Tasks and Critical Combat Functions

Project "Profiles of Unit Performance at the NTC" is assessing the performance of Task Forces on tasks based on feedback in take-home packages (THP). The structure for the assessments is based on two threads of recent development:

- Battalion Battle Task Measurement System (BBTMS)
This system is the product of a task analysis of combat operations at NTC. Contractor analysts, analysts from proponent schools, and observer/controllers (OCs) from NTC identified 177 battle tasks. The tasks are organized by battlefield operating system (BOS), phase (plan, prepare, execute), and type of mission. The tasks for battalion task forces are being published in a series of five reports by Root and Lewman (Combined Arms Battle Tasks Battalion Task Force: Defend, Deliberate Attack, Night Attack, Hasty Attack, and Movement to Contact, BDM, In Press).
- Critical Combat Functions (CCF)
These are 39 categories of performance required on the combined-arms battlefield. The CCF are listed in Table 1. The CCF are especially promising for performance evaluation because they strike a balance between overly-detailed tasks and overly-aggregated BOS.

Under this project, analysts will rate the performance of tasks and aggregate the ratings to the CCF level. Two steps have been performed to establish the relationship between battle tasks and CCFs:

- Cluster battle tasks by CCF
- Modify scope of previous ratings

Cluster Battle Tasks by CCF

Clusters of battle tasks were based on the judgement of subject matter experts who were responsible for defining the CCFs. The initial clusters focused on 12 CCF (marked with an asterisk in Table 1). For the initial clusters, analysts were allowed to assign a task to more than one CCF. Even though the analysts considered fewer than one-third of the CCFs, about 80% of the tasks were associated with one or more CCF.

The initial clusters overlapped substantially. Most tasks were associated with at least two CCFs: a command and control CCF and a BOS-related CCF. To make the CCFs distinctive, the clusters were revised so a battle task was associated with only one CCF. The decision on where the task would be assigned usually depended on the phase of the battle. Since the scope of most CCFs is limited to the prepare and execute phases, tasks associated with the plan phase in BBTMS were kept with CCF 18--Plan for Combat Operations. Tasks associated with the prepare and execute phases were assigned to the most appropriate BOS-related CCF. For example, the task Execute Fire Plan was initially assigned to CCF 6 (Engage Enemy with Direct Fire and Maneuver) and CCF 20 (Direct and

Lead Units in Execution of Battle). Since the task was classified within BBTMS as a maneuver task during the execution phase, it was kept with CCF 6.

Table 1. Critical Combat Functions By BOS

INTELLIGENCE	*19. Direct and Lead Unit during Preparation for the Battle
* 1. Conduct Intelligence Planning * 2. Collect Information * 3. Process Information * 4. Disseminate Intelligence	*20. Direct and Lead Units in Execution of Battle
MANEUVER	MOBILITY AND SURVIVABILITY
* 5. Tactical Movement * 6. Engage Enemy with Direct Fire and Maneuver	21. Overcome Obstacles 22. Enhance Movement 23. Provide Countermobility 24. Enhance Physical Protection 25. Provide Operations Security 26. Deception 27. Decontamination
FIRE SUPPORT	COMBAT SERVICE SUPPORT
* 7. Mortars * 8. Field Artillery 9. Close Air Support 10. Conduct Electronic Collection and Jamming 11. Conduct Battlefield PsyOps 12. Employ Chemical Weapons 13. Counter Target Acquisition Systems 14. Naval Gunfire *15. Fire Support Integration	28. Provide Transport Services 29. Supply 30. Personnel 31. Maintenance 32. Health Services 33. Battlefield Casualty Treatment and Evacuation 34. Enemy Prisoners of War Operations 35. Law and Order Operations 36. Civil Affairs Operations 37. Provide Sustainment Engineering 38. Evacuate Non-combatants from Area of Operations 39. Provide Field Services
AIR DEFENSE	
16. Active Air Defense Measures 17. Passive Air Defense Measures	
COMMAND AND CONTROL	
*18. Plan for Combat Operations	* CCF for initial assignment of battle tasks.

The clustering considerations were extended to the battle tasks which had not been selected for the 12 CCF during the initial phase. The full list of battle tasks by CCF is shown in Appendix A.

Modify Scope of Previous Ratings

A recent project, Performance of National Guard and Active Units at the National Training Center, studied performance related to the BBTMS battle tasks. In that project, three analysts rated battle tasks on a three-point scale for nine reserve component task forces and nine active component task forces. Since most of those ratings are suitable as they are, that database will be the foundation for the work on profiles. However some modifications to the scope of tasks are required for the data to be suitable for CCF profiles. The modifications add 43 tasks for offense missions and 42 tasks for defense missions. The additional tasks are summarized in Table 2 and listed in Appendix B.

Table 2. Overview of Additional Ratings

Cause for Modification	Offense	Defense
Tasks previously omitted	11	
Reflect battle phases	14	13
Focus on weapons systems	16	16
Extend offense tasks to defense		12
Extend defense tasks to offense	2	
Total:	43	42

The additional ratings result from four considerations:

- Add omitted tasks: Eleven battle tasks were not rated in the previous study. Those tasks are labelled NR in Appendix B.
- Reflect battle phases: Eleven tasks share BBTMS titles with one or two other tasks, but have distinctive numbers to reflect differences in phases (plan, prepare, and execute). Since the previous study aggregated tasks to BOS level, the phase distinctions were not maintained. The CCF structure, however requires distinctions by phases; therefore those tasks will be re-rated for the profiles. One battle task (Operate Tactical Operations Center) applies for the plan, prepare, and execute phases of the command and control BOS while the CCF framework has a separate CCF for each phase of command and control. Rather than try to force an overall rating into any CCF, the battle task will be treated as three tasks (with an alpha extension) and raters will give a separate rating for each phase. The 14 tasks to be rated to reflect battle phases are labelled Phase in Appendix B.

- Focus on weapons systems: 16 tasks related to Fire Support prepare or execute phases apply to the mortar and field artillery CCFs as well as the integrate fire support CCF. The additional tasks (with alpha extensions for mortar or field artillery) are labelled WS in Appendix B.
- Extend type of relevant missions: One consideration for classifying tasks within BBTMS is the type of mission. BBTMS draws distinctions among five types of missions: day attack, defend, hasty attack, movement to contact, and night attack. For this project, the only distinction will be between defense and offense (which includes all the attack missions and movement to contact). In many cases battle tasks have the same title but different numbers. This reflects minor variations in task performance from offense to defense¹. The list of battle tasks in Appendix A maintains the distinction between offense and defense task numbers. Some tasks in BBTMS are designated as either offense or defense, but not both. In 14 cases analysts considered the task to be appropriate in offense and defense. The controlling consideration was whether OCs might comment about the task in both types of mission. These adjustments result in 12 additional tasks for defense (labelled O-D in Appendix B) and two additional tasks for offense (labelled D-O).

¹One task, Position Air Defense Elements, has a distinctive number for two types of offense missions (hasty attack is separate from day/night attack and movement to contact). The number for hasty attack has been dropped.

APPENDIX A

Battle Tasks from BBTMS Grouped By Critical Combat Function

The tables in this appendix show the assignment of battle tasks from BBTMS to CCFs. Within each CCF the tasks are grouped by offense or defense. When a task applies to both types of mission, its number and title are listed under both. Tasks that apply to one type but not the other are listed following a double space.

Battle Tasks for CCF 1: Conduct Intelligence Planning	
Offense	Defense
167. Conduct IPB process 9. Conduct leader's recon 10. Analyze the terrain 19. Prepare intel estimate 28. Develop R&S plan 29. Establish reporting criteria 33. Update R&S plan 73. Verify IPB product (during plan phase)	167. Conduct IPB process 9. Conduct leader's recon 10. Analyze the terrain 19. Prepare intel estimate 45. Develop R&S plan 29. Establish reporting criteria 33. Update R&S plan 73. Verify IPB product (during plan phase)

Battle Tasks for CCF 2: Collect Information	
Offense	Defense
169. Direct intelligence collection effort 171. Report combat information 80. Conduct reconnaissance and surveillance (during preparation phase) 130. Conduct reconnaissance and surveillance (during execution phase) 102. Verify IPB product (during preparation phase)	169. Direct intelligence collection effort 171. Report combat information 80. Conduct reconnaissance and surveillance (during preparation phase) 130. Conduct reconnaissance and surveillance (during execution phase) 102. Verify IPB product (during preparation phase)

Battle Tasks for CCF 3: Process Information	
Offense	Defense
168. Analyze combat information 140. Verify IPB product (during execution phase)	168. Analyze combat information 140. Verify IPB product (during execution phase)

Battle Tasks for CCF 4: Disseminate Intelligence	
Offense	Defense
170. Disseminate intelligence and combat information	170. Disseminate intelligence and combat information
124. Conduct battlefield update	

Battle Tasks for CCF 5: Tactical Movement	
Offense	Defense
172. Maintain operations security	172. Maintain operations security
173. Update estimate of the situation	173. Update estimate of the situation
135. Maintain security	135. Maintain security
129. Conduct passage of lines	129. Conduct passage of lines
125. Move units to attack position	12. Dispatch quartering party
149. Move units to assault positions	49. Position maneuver forces
91. Position engineer elements	

Battle Tasks for CCF 6: Engage Enemy with Direct Fire and Maneuver	
Offense	Defense
90. Organize the advance guard (MTC)	159. Execute fire plan
133. Move to objective area	166. Execute maneuver scheme
138. Overwatch movement of advance guard	
139. Employ the advance guard (MTC)	
143. Conduct actions on contact (MTC)	
162. Assault the task force objective	
163. Support main effort	
164. Conduct actions at objective	
165. Consolidate forces on the objective	

Battle Tasks for CCF 7: Mortars	
Offense	Defense
92 (M). Position fire support forces (mortar)	92 (M). Position fire support forces (mortar)
100 (M). Rehearse fire support plan (mortar)	96 (M). Rehearse fire support plan (mortar)
107 (M). Disseminate fire support plan (mortar)	107 (M). Disseminate fire support plan (mortar)
108 (M). Supervise fire support preparation (mortar)	120 (M). Supervise fire support preparation (mortar)
132 (M). Use screening fires (mortar)	132 (M). Use screening fires (mortar)
141 (M). Execute fire support plan (mortar)	141 (M). Execute fire support plan (mortar)
152 (M). (Re)position fire support forces (mortar)	152 (M). (Re)position fire support forces (mortar)
153 (M). Integrate fire support with scheme of maneuver (mortar)	153 (M). Integrate fire support with scheme of maneuver (mortar)

Battle Tasks for CCF 8: Field Artillery	
Offense	Defense
92 (F). Position fire support forces (field artillery)	92 (F). Position fire support forces (field artillery)
100 (F). Rehearse fire support plan (field artillery)	96 (F). Rehearse fire support plan (field artillery)
107 (F). Disseminate fire support plan (field artillery)	107 (F). Disseminate fire support plan (field artillery)
108 (F). Supervise fire support preparation (field artillery)	120 (F). Supervise fire support preparation (field artillery)
132 (F). Use screening fires (field artillery)	132 (F). Use screening fires (field artillery)
141 (F). Execute fire support plan (field artillery)	141 (F). Execute fire support plan (field artillery)
152 (F). (Re)position fire support forces (field artillery)	152 (F). (Re)position fire support forces (field artillery)
153 (F). Integrate fire support with scheme of maneuver (field artillery)	153 (F). Integrate fire support with scheme of maneuver (field artillery)

Battle Tasks for CCF 15: Fire Support Integration	
Offense	Defense
92. Position fire support forces	92. Position fire support forces
100. Rehearse fire support plan	96. Rehearse fire support plan
107. Disseminate fire support plan	107. Disseminate fire support plan
108. Supervise fire support preparation	120. Supervise fire support preparation
132. Use screening fires	132. Use screening fires
141. Execute fire support plan	141. Execute fire support plan
152. (Re)position fire support forces	152. (Re)position fire support forces
153. Integrate fire support with scheme of maneuver	153. Integrate fire support with scheme of maneuver

Battle Tasks for CCF 16: Active Air Defense Measures	
Offense	Defense
81. Position air defense elements	87. Position air defense elements
99. Rehearse air defense plans	95. Rehearse air defense plans
114. Refine air defense plan	122. Refine air defense plan
134. Control air defense forces	134. Control air defense forces
144. React to enemy air	144. React to enemy air

Battle Tasks for CCF 18: Plan for Combat Operations	
Offense	Defense
<u>Maneuver</u> 14. Designate main effort 59. Plan passage of lines 37. Plan consolidation 53. Plan assault phase 54. Plan supporting attack 56. Plan actions on contact 57. Plan movement security 58. Plan movement formations and techniques 70. Plan advance guard's employment (MTC) 71. Designate action drills and procedures	<u>Maneuver</u> 17. Designate main effort 59. Plan passage of lines 61. Plan counter reconnaissance battle 16. Formulate defensive plan 62. Plan for limited visibility defense 63. Plan battle handover 66. Plan scheme of maneuver
<u>Mobility & Survivability</u> 5. Integrate engineer effort into command and control system 18. Prepare engineer estimate 23. Plan for NBC operations 51. Devel. FASCAM employment plan 7. Conduct mobility analysis 26. Update engineer estimate 34. Develop mobility plan	<u>Mobility & Survivability</u> 5. Integrate engineer effort into command and control system 25. Prepare engineer estimate 23. Plan for NBC operations 51. Devel. FASCAM employment plan 13. Establish engineer priority of effort 44. Develop obstacle plan
<u>CSS</u> 6. Determine CSS requirements 11. Update administrative and logistical status 15. Plan CSS 24. Plan evacuation	<u>CSS</u> 6. Determine CSS requirements 11. Update administrative and logistical status 15. Plan CSS 24. Plan evacuation

Battle Tasks for CCF 18: Plan for Combat Operations	
Offense	Defense
<u>Command and Control</u> 174(X). Operate tactical operations center (during plan phase) <ol style="list-style-type: none"> 1. Conduct mission analysis 2. Derive commander's intent 3. Initiate planning process 4. Issue warning order 22. Develop tentative plan 27. Control supporting units (during plan phase) 31. Organize for combat 32. Coord. plans with adjacent units 39. Plan for control of supporting units 40. Plan communications 52. Plan fire control measures 75. Issue OPORD 76. Graphically illustrate scheme of maneuver 38. Plan maneuver control measures 60. Specify physical control measures	<u>Command and Control</u> 174(X). Operate tactical operations center (during plan phase) <ol style="list-style-type: none"> 1. Conduct mission analysis 2. Derive commander's intent 3. Initiate planning process 4. Issue warning order 22. Develop tentative plan 27. Control supporting units (during plan phase) 31. Organize for combat 64. Coord. plans with adjacent units 67. Plan for control of supporting units 43. Plan communications 65. Plan fire control measures 77. Issue OPORD 78. Graphically illustrate scheme of maneuver 50. Prioritize the defensive effort
<u>Fire Support</u> 21. Establish priority of fires 30. Supervise fire support planning 36. Develop fire support plan 55. Plan screening fires 68. Integrate fire support with scheme of maneuver (plan) 69. Plan fire support for advance guard (MTC)	<u>Fire Support</u> 21. Establish priority of fires 48. Supervise fire support planning 47. Develop fire support plan 55. Plan screening fires 68. Integrate fire support with scheme of maneuver (plan)
<u>Air Defense</u> 8. Establish air defense priorities 20. Develop air defense estimate 35. Develop air defense plan 41. Establish task force early warning system	<u>Air Defense</u> 8. Establish air defense priorities 20. Develop air defense estimate 46. Develop air defense plan 42. Establish task force early warning system

Battle Tasks for CCF 19: Direct and Lead Unit during Preparation for the Battle

Offense	Defense
106. Conduct leader rehearsals 115. Coordinate passage of lines 116. Confirm operational readiness status 174(Y). Operate tactical operations center (during the prep phase) 82. Establish communications 103. Conduct briefbacks 109. Establish contact with adjacent units 111. Supervise implementation of plans and orders 112. Refine plan 113. Control supporting units (during prep phase) 118. Organize command group 72. Confirm communications 74. Issue FRAGO (during prep phase) 104. Understand control measures 110. Coordinate plans with adjacent units	105. Conduct leader rehearsals 115. Coordinate passage of lines 116. Confirm operational readiness status 174(Y). Operate tactical operations center (during the prep phase) 84. Establish communications 103. Conduct briefbacks 117. Establish contact with adjacent units 111. Supervise implementation of plans and orders 112. Refine plan 113. Control supporting units (during prep phase) 123. Organize command group 119. Coordinate battle handover

Battle Tasks for CCF 20: Direct and Lead Units in Execution of Battle	
Offense	Defense
174(Z). Operate tactical operations center (during execution phase) 127. Maintain contact with adjacent units 128. Maintain communications 136. Control supporting units 142. Control supporting fires 154. Comply with commander's intent 155. Issue FRAGO (during execution phase) 126. Control task force movement 150. React to unexpected enemy contact	174(Z). Operate tactical operations center (during execution phase) 127. Maintain contact with adjacent units 128. Maintain communications 136. Control supporting units 142. Control supporting fires 154. Comply with commander's intent 155. Issue FRAGO (during execution phase) 137. Execute battle handover 146. Execute decision matrix

Battle Tasks for CCF 21: Overcome Obstacles	
Offense	Defense
98. Rehearse breaching operations 156. Conduct obstacle passage operations 157. Mark minefields 158. Report obstacles	

Battle Tasks for CCF 23: Provide Countermobility	
Offense	Defense
160. Execute FASCAM plan	160. Execute FASCAM plan 85. Emplace obstacles 86. Reinforce terrain 121. Report minefield emplacement 161. Execute obstacle plan

Battle Tasks for CCF 27: Decontamination	
Offense	Defense
79. Prepare for NBC Operations 147. Respond to NBC Operations	79. Prepare for NBC Operations 145. Respond to NBC Operations

Battle Tasks for CCF 28: Transportation	
Offense	Defense
101. Rehearse evacuation 148. Control evacuation	97. Rehearse evacuation 148. Control evacuation

Battle Tasks for CCF 29: Supply	
Offense	Defense
83. Prepare for emergency resupply 94. Conduct resupply of class III and V 151. Conduct emergency resupply 175. Operate Admin/Log operations 176. Execute Combat Service Support operations 177. Utilize Combat Service Support assets	88. Prepare for emergency resupply 94. Conduct resupply of class III and V 151. Conduct emergency resupply 175. Operate Admin/Log operations 176. Execute Combat Service Support operations 177. Utilize Combat Service Support assets

APPENDIX B

Battle Tasks for Profiles Raters

The tasks in this table will be rated by two analysts who contributed to ratings under project Performance of National Guard and Active Units at the National Training Center. Their ratings will be added to the database from the previous project, in some cases replacing existing ratings. The task ratings will then be aggregated to the level of CCF for each task force.

CCF	Battle Task	Off	Def	Cause
1	33. Update R&S plan	X	X	NR O-D
	73. Verify IPB product (plan)	X	X	O-D
2	80. Conduct recon and surv. (prep)	X	X	Phase
	102. Verify IPB product (prep)	X	X	Phase
	130. Conduct recon and surv. (exec)	X	X	Phase
3	140. Verify IPB product (exec)	X	X	Phase
5	91. Position engineer elements	X		NR
	129. Conduct passage of lines		X	O-D
	135. Maintain security		X	O-D
6	133. Move to objective area	X		NR
	164. Conduct actions at objective	X		NR
7	92(M). Position FS forces (mortar)	X	X	WS
	100(M). Rehearse FS plan (mortar)	X		WS
	96(M). Rehearse FS plan (mortar)		X	WS
	107(M). Dissem. FS plan (mortar)	X	X	WS
	108(M). Supervise FS prep. (mortar)	X		WS
	120(M). Supervise FS prep. (mortar)		X	WS
	132(M). Use screening fires (mrtr)	X	X	WS
	141(M). Execute FS plan (mortar)	X	X	WS
	152(M). (Re)posit FS forces (mrtr)	X	X	WS
	153(M). Integ FS with scheme of maneuver (mortar)	X	X	WS

CCF	Battle Task	Off	Def	Cause
8	92(F). Position FS forces (FA)	X	X	WS
	100(F). Rehearse FS plan (FA)	X		WS
	96(F). Rehearse FS plan (FA)		X	WS
	107(F). Dissem. FS plan (FA)	X	X	WS
	108(F). Supervise FS prep. (FA)	X		WS
	120(F). Supervise FS prep. (FA)		X	WS
	132(F). Use screening fires (FA)	X	X	WS
	141(F). Execute FS plan (FA)	X	X	WS
	152(F). (Re)position FS forces (FA)	X	X	WS
	153(F). Integ FS with scheme of maneuver (FA)	X	X	WS
15	132. Use screening fires	X	X	NR O-D
	152. (Re)position FS forces	X	X	Phase
18 MVR	59. Plan passage of lines		X	O-D
	71. Designate action drills and procedures	X		NR
18 MS	26. Update engineer estimate	X		NR
	51. Develop FASCAM employment plan	X		D-O
18 C&C	174(X). Operate TOC (plan)	X	X	Phase
	27. Control supporting units (plan)	X	X	Phase O-D
	74. Issue FRAGO (plan)	X		Phase
18 FS	55. Plan screening fires		X	O-D
	68. Integrate FS with scheme of maneuver (plan)	X	X	Phase O-D
19	72. Confirm communications	X		NR
	74. Issue FRAGO (prep)	X		Phase
	113. Control supporting units (prep)	X	X	Phase
	115. Coordinate passage of lines		X	O-D
	110. Coordinate plans with adjacent units	X		NR
	174(Y). Operate TOC (prep)	X		Phase

CCF	Battle Task	Off	Def	Cause
20	155. Issue FRAGO (exec)	X	X	Phase
	174(Z). Operate TOC (exec)	X	X	Phase
23	160. Execute FASCAM plan	X		D-O
29	94. Conduct resupply of class III and V	X	X	NR O-D
	151. Conduct emergency resupply		X	O-D